# Government Efficiency and Accountability Review (GEAR)
## Board Meeting Minutes
January 9, 2018, 10:00am to 12:00pm
FINAL

**Introductions**

Secretary Geisenberger opened the meeting by mentioning the dangerous driving conditions outside and explaining that some members will be late or absent because of this.

**Board Member and/or Designees in Attendance:**

The Honorable Rick Geisenberger, Secretary of Finance, Department of Finance

The Honorable James Collins, CIO, Department of Technology & Information
Jason Clarke, designee for The Honorable James Collins

The Honorable Ken Simpler, State Treasurer

The Honorable Michael L. Morton, Controller General

The Honorable Susan Bunting, Secretary of Education, Department of Education
Karen Field Rogers, designee for The Honorable Susan Bunting

The Honorable Leo E. Strine, Jr., Chief Justice of the Supreme Court
Evelyn Nestlerode, designee for The Honorable Leo Strine, Jr.

Lisa Bond, designee for The Honorable Kara Walker, Secretary of Health & Social Services, Department of Health & Social Services

Ernest Dianastasis, CEO of The Precisionists, Inc.

The Honorable Michael Jackson, Director, Office of Management & Budget
Bryan Sullivan, designee for The Honorable Michael Jackson

The Honorable Saundra Ross Johnson, Acting Secretary of Human Resources, Department of Human Resources
Barbara McCleary, designee for The Honorable Saundra Ross Johnson

**Other Attendees Introductions**

- Jim Myran, Program Director for the GEAR Initiative, Department of Finance
- Donna Owens, Division of Revenue, Department of Finance
- Laurel Burns, Department of Finance
- Kimberly Judy, Office of the State Auditor
- Art Jenkins, Office of the Controller General
- Dan Madrid, Director of Customer Engagement and Innovations, DHSS

- Dr. Annie Norman, State Librarian, Division of Libraries
- Robert Zimmerman, Chief Operating Officer, Department of Natural Resources & Environmental Control
- Mary Cooke
- Jeff Taschner
- Verna Cole
- John Marinucci, DSBA
- Patches Hill
- Emily Falcon
- Gerald Allen
- Dan Shelton
- Lincoln Hohler
- Kathy McGuiness
- Kieran Mohammed, DHSS
- Sharon Phillips
- Brian Calio
- Kevin Carsons
- Aimee Beam
- Katy Semmel
- Brian Rutter
- Jessica Shrugs

**2018 Opening Comments by Secretary Geisenberger**

Secretary Geisenberger set the pace of the meeting by explaining that the focus of today's meeting will be on conducting two deep dives into the following focus areas: DTI and Education. He reminded everyone that GEAR just issued its first annual report to the Governor, as required, on December 1, 2017. He also mentioned that the Board is currently in discussion with the Governor about producing an interim report in May of 2018. He asked everyone to keep this in mind as the meetings progress.

**Minutes**

Secretary Geisenberger announced that the Minutes from the last meeting in November 2017 have already been sent around to the Board members to review. He accepted a motion to approve the Minutes from the November 16, 2017 meeting.

All in favor: Unanimous

The Minutes from the November 16, 2017 meeting are approved.

**OLD BUSINESS**

**GEAR Team Update**

Director Myran quickly reviewed what the GEAR team has accomplished since the last meeting:

1. The annual GEAR report to the Governor has been published.
2. The Governor made a press announcement to the public about the report.
3. The report has stimulated a healthy response from state employees and the public through the GEAR website.
4. Director Myran thanked everyone for their hard work in completing the report.
5. He introduced a new tracking document called the "4-Blocker."
6. It will be used to summarize the progress GEAR has made in each focus area.
7. He announced that, despite delays through the holidays, the focus groups all completed their 4-Blockers before today's meeting.
8. The 4-Blockers have been posted on the GEAR website and are available to the public.
9. A new section has been added to the website : GEAR News.
10. GEAR has become increasingly active in the Education Task Force.

Bryan Sullivan reviewed how the Pew Charitable Trust has changed its focus on substance abuse to the Department of Health & Social Services. Training sessions have already occurred.

Director Myran moved on to the topic of organizing the public input. The GEAR team has received 233 responses from the public as of January 5, 2018. GEAR is screening the responses for security purposes, as well as to ensure that the comments get to the right focus groups. The responses are screened daily and common sense will be used in determining where to route the comments.

Secretary Geisenberger explained that the responses vary greatly in content. Some responses are very broad and some are very specific. Some are issues that GEAR can address and some are not.

Director Myran explained that, in the beginning, GEAR was receiving up to 12 comments per day and now the responses have settled down to about one or two per day. Currently it is not difficult to organize this many.

**2018 GEAR Board Schedule**

Director Myran reviewed the schedule for 2018 and asked everyone to update their calendars.

**NEW BUSINESS**

Director Myran proceeded to explain the 4-Blocker Progress Report in detail. The goals of the 4-Blocker are to simplify progress reporting, to minimize rework, to identify areas where the GEAR Board should become involved, and to be transparent. He requested that each focus group, before presenting at a Board meeting, submit their 4-Blocker at least two days prior to the meeting. This will allow time to post it on the GEAR website before the meeting, as was done before this meeting. He thanked all the focus groups for adhering to this schedule.

In the 4-Blocker, the upper left-hand quadrant is where the Objectives & Scope are stated. This is very important to communicate to the public. The upper right-hand quadrant should list Recent Activities & Achievements. He reminded everyone not to forget to report on successes. This is the place to describe what the next step will be. The lower left-hand quadrant is for activities a little farther out in the future. A key part of the 4-Blocker is the lower right-hand quadrant where problems, issues, and challenges should be listed. Director Myran showed the 4-Blocker produced by the Information Technology Focus Group as an example.

Director Myran went on to talk about the shift in the format of the Board meetings for 2018. After dealing quickly with Old Business and New Business, the second hour of the meetings will be used for Deep Dives into two focus areas. This is the chance for the Board to go deeply and into detail on topics.

For today, the meeting will address two topics: IT Centralization and Education. The following schedule of presentations has been proposed:

**2018 Deep Dive Order**

Tuesday, January 9, 2018
Education/Informational Technology

Wednesday, March 14, 2018
Criminal Justice/Financial Services

Tuesday, May 15, 2018
DHSS & Health Care

Wednesday, July 11, 2018
Information Technology/Human Resources

Tuesday, September 18, 2018
Education/Financial Services

Wednesday, November 14, 2018
DHSS & Healthcare

Secretary Geisenberger added that this schedule was designed so that every focus area will be addressed every six months.

Chief Justice Strine commented that Criminal Justice would be glad to add in another presentation in autumn, like the other focus groups.

Discussion about where to fit in the P3 focus group ensued and it was decided that the P3 group would do a shorter version of the 4-Blocker in 2018. Also, Human Resources will lead off the year in January of 2019.

Director Myran announced that the deep dive topics today will commence with IT Centralization, led by the Honorable James Collins and his designee, Jason Clarke.

**IT CENTRALIZATION**

Secretary Collins began the presentation by announcing that IT has engaged the outside firm of Excipio Consulting to assist with centralization. He asked for meaningful feedback on Excipio's ideas from everyone today.

Jason Clarke stated that IT has been working on centralization for the past seven years. Historically, there has been a lack of standardization as well as numerous individual contracts throughout the state. At this point, IT really needs expand and increase its services.

Jason Clarke introduced a senior member of Excipio, Jeff Gilmer. He explained that one of the greatest strengths of Excipio is its extensive experience working with other organizations on <u>identifying</u> the necessary steps toward centralization and, then, <u>executing</u> them.

Jason Clarke explained that this is the kick-off week for IT centralization. The first centralization meeting was held this week. IT is currently participating in data collection through on-site interviews. Unfortunately, it is not just a matter of Delaware modeling itself after any one state. IT needs to combine data from many locations in order to address the current situation in Delaware.

Jeff Gilmer went on to describe the Excipio methodology and to state that, no matter what organization they are working with, they always use the same methodology. Therefore, Excipio has extensive data from many locations that can be used to create benchmarks. This allows Excipio to match Delaware very specifically with other locations that have already solved a particular problem or challenge. Every state is a little different but there are several trends that have come to the forefront:

1. The need for <u>long-term</u> strategies to increase production in day-to-day IT operations.
2. Infrastructure challenges involving the funding and purchasing of assets. This includes the allocation and the age of the assets, as well as changing regulations.
3. Budget Shortfalls.
4. Increasing storage demands.
5. Regulatory requirements for applications, email, storage and electronic records.

Jeff Gilmer illustrated an example in detail involving the states of Kansas and Minnesota.

Jason Clarke went on to outline the deliverables:

1. Review operations, network, user services, staffing metrics, costs and recommendations.
2. Benchmarking.
3. Future recommendations.
4. A road map.

Secretary Collins asked Jeff Gilmer to address the issue of mitigating risk.

Jeff Gilmer outlined what Excipio has done in the past to mitigate risk. First, they divide all the potential risks into two groups:

1. Highest Risks
2. Lowest Risks

Then they ask, "What can the state afford?"

He gave an example using the state of Kansas. By consolidating all the low-risks projects and implementing them, they were able to save enough money to deal with the high-risk projects. It is essential to maintain a balance between low and high risks. One topic that everyone is thinking about

right now is Disaster Recovery. Excipio uses what's called a "Criticality Analysis." They list every service a state provides and rank them in order from top to bottom. Then, they look at what it will take to address each one. For example, one state identified 300 services that are essential out of a total of 5000. This allows us to analyze the issues from both a *risk* and a *cost* perspective.

Jason Clarke reiterated that the only way to get good results is for everyone to participate fully. IT is planning to present a final report in the third quarter of this calendar year to Cabinet Members and agencies, along with a timeline.

Chief Justice Strine recommended scheduling lunch meetings to encourage participation. He mentioned one issue that has come up in the courts, eFiling. There is an IT piece to eFiling which overlays with the Criminal Justice group.

Secretary Geisenberger talked about the best way to organize issues. Is it possible to organize by subject area? What about infrastructure uniformity? Should we look at common functions that different departments deal with like *licensing* or *imaging*?

Secretary Collins agreed that the application area is the most complex and the needs of each agency are different. For example, just consider *contracts* and how differently agencies handle them. Currently, IT is working on the Time & Labor system and an electronic payroll system.

Chief Justice Strine reiterated that there needs to be an intersect between departments. For example, he recommended an overall system that only requires data to be entered <u>once</u>. Employees should not have to enter data twice. This change would improve employee morale. We need systems that talk to each other. A lot of the IT policies in the Courts connect with other agencies and we need to be able to keep our data updated.

Secretary Geisenberger agreed and added that centralization would not only improve morale for employees, but for the public as well. Everyone gets frustrated when you have to fill out twenty different forms to get something done. Also, how does this requirement affect businesses?

Secretary Johnson asked how this all works when new legislation is passed. For example, during the recent creation of the Human Resources Department, DTI was not always included in discussions in the beginning, but we have since agreed that IT must be involved in every stage. How do we *<u>require</u>* agencies to include the IT piece?

Secretary Collins proposed a multi-agency body that would oversee and regulate such changes.

Secretary Johnson asked if there is currently a protocol for dealing with IT issues when new legislation comes out.

Secretary Collins explained that, yes, there is currently a protocol. Jason Clarke explained it is called the Technology Investment Council. It's a group of both public and private members that review projects. It includes the IT directors of all the agencies. So far, it has been mostly informational. It is particularly helpful when buying products and in avoiding too much customization of such products.

Chief Justice Strine commented that customization promotes adherence to past ineffective practices rather than to finding new, optimal practices. He stated that it's important to support the employees.

Many managers are not able at all to help their employees because they have never been in the position to actually use the products. This came up in the issue of eFiling. When eFiling was first implemented, there were many judges who never even opened their incoming boxes.

Treasurer Simpler asked when was the last time a benchmark evaluation of IT services was done in Delaware?

Jason Clarke explained that it has been since 2001 and, even then, that was not a comprehensive study. It looks like there are at least three core issues that all the agencies are currently dealing with:

1. Data collection.
2. How do we benchmark ourselves?
3. When does centralization work and when does it not work?

Ernie Dianastasis added that this is a golden opportunity to create benchmarks but, first, there must be an effort to identify what, exactly, qualifies as an IT expenditure.

Jeff Gilmer commented that none of these concerns are new to him. These are all familiar topics that have come up before and Excipio has already dealt with all of them in other organizations. The best way to begin solving these problems is to compare Delaware to other states that have experienced similar challenges.

**EDUCATION**

Written materials regarding the Department of Education were handed out to the attendees.

Secretary Bunting began the presentation by thanking the Board for allowing her to talk about education in Delaware. She is going to include a variety of speakers today to talk about education in Delaware because it is a multi-tiered system. She also added that it is exactly this team effort that has been the strength of the Department of Education and she invited everyone to give feedback.

She began by explaining the vision of the Department of Education, as promoted by the Every Student Succeeds Act (ESSA), which was implemented before she took office. These goals include metrics for English Language Arts & Mathematics, graduation rates, as well as proficiency for English Language Learners. Secretary Bunting has been working with the superintendents from each of the school districts to set specific goals in each of these areas.

The Education Department in Delaware is a unique entity which includes, for example, prison education. It includes a number of Local Education Agencies (LEAs). There are 16 geographical school districts, 3 vocational technical schools and 24 charter schools. The department also has close ties with the Division of Services for Children, Youth & Their Families (DSCYTF).

Karen Field Rogers listed the areas where the Department of Education is already using centralized state resources. These include: PHRST, FSF, statewide benefits & pension systems and IT technology services. They work with Government Support Services (GSS) for procurement and the Department of Finance in bond sales. She claimed that Delaware is actually far ahead of other states in these areas, but is always looking for ways to become more efficient.

Delaware also utilizes numerous centralized education systems including the Pupil Accounting System which is used to manage the over 137,000 students, as well as an historical tracking system called DELSIS which goes as far back as the 1980s. Special education students are managed with the IEP Plus system. Two systems are used to track educators and their licensing and certification: DEEDS and PDMS. Over 100,000 users take advantage of Schoology, which is a learning management system for both students and educators. Also, most of the state's job positions are posted through Join DE Schools.

Patches Hill stood up to explain how the department is trying to integrate and inter-operate the different IT services in education. These include such core business needs as phones, wireless, email management and administrative PCs. Education is trying to move into a new era with centralized services like student IPads, computer labs, cloud services and purchasing. The goal is to educate kids better. Centralization creates better opportunity, which creates better funding, which creates a better education for students. These are not just IT decisions, but decisions about how to best educate our students.

Lincoln Holher took over to talk about BRINC, a consortium of nine school districts that have come together to work for the benefit of students. He is the president of BRINC. These districts have banded together to work together on such issues as **content filtering** which has the potential to become a huge money-saver in Delaware. BRINC is also looking at consolidating the over 200 different servers used in Delaware into one shared server system and how much money that will save. The Brandywine School District has saved money by working with BRINC on professional development and virtual learning. The districts pay a membership fee which is used to get this work done. The goal is to expand BRINC to include all of the school districts. Lincoln Hohler mentioned a challenge that has developed. School districts have found themselves in the position of competing with each other for students and this undermines the sharing of resources. There are four superintendents, however, who have begun sharing resources despite such competition. Their top priority is to do what benefit students.

Katey Semmel spoke next about the Data Service Center which provides state-wide services for School Choice, FSF Finance Reporting and DPAS, a teacher evaluating system. She referred to a 6-page hand-out which describes what the Data Service Center provides in detail.

Secretary Geisenberger asked the speakers to pause for a moment to see if there are any questions from the GEAR Board. Secretary Collins stated that he agrees that Delaware is a leader in many of the IT systems in education that have been discussed today. He has seen some great ideas presented by, for example, the Data Service Center. But he is concerned about participation: do all the school districts **have to** participate? Is there still duplication between districts? Patches Hill mentioned that there are dollar-amount savings, as well as educational benefits, with such programs as Schoology. Secretary Collins readdressed duplication by asking whether each of the 16 school districts, each of the 3 vocational schools and each of the 24 charter schools has their own phone system, wireless, email, servers, etc. He emphasized that this would definitely be a duplication of resources and a waste of money.

Chief Justice Strine remarked that he thinks we should be very careful about declaring ourselves to be #1 in any area, including education. With just one million residents and only three counties in Delaware, we **should** be #1 but where does Delaware actually rank? Some larger states may be doing a better job, despite higher populations! Delaware could even rank at the bottom of the list.

Secretary Geisenberger added that the average person in Delaware is probably asking, "Why isn't the education system in Delaware consolidated into one system?" Wouldn't consolidation free up dollars to spend on kids? He reminded everyone that it is the Legislature that, in the end, will make the decisions concerning the structure of the districts. Will we be able to get the 16 districts to work together voluntarily or will we need to force districts to work together? Does everyone even know what is available or what is possible?

Next, Aimee Beam spoke about Child Nutrition Services. She manages and implements the federal school lunch program, but was careful to point out that it is not just a lunch service any more. It includes other meals and snacks and they provide food to many locations outside of the school lunchroom. There are several statewide projects that are geared toward increasing participation, reaching more children and making the meals more accessible. For the past three years, the department has been really focusing on statewide purchasing and educating more personnel on how to take advantage of it. One of the programs that has been a great success is the Farm-to-School program, now called the Farm-to-Everywhere program. They are also increasing the reach of the summer food service program by serving breakfasts and after-school meals. Now, all the schools in Delaware offer breakfast and twelve schools are now offering after-school meals.

Delaware is no longer just feeding kids during the school year. It has become a year-round program. Another statewide program is ServSafe which provides training to ensure that all the food services offer safe food. Many other training opportunities are available statewide. Child Nutrition Services collaborates with many other departments throughout the state to provide training, manage funds, decrease costs and become more efficient.

The areas that Child Nutrition Services want to expand upon in the future include the Farm-to-Everywhere program, after-school meal programs and summer meal programs. They are trying to increase the use of bulk food commodities, state-wide contracts and partnerships in order to continue lowering the cost of a meal. When asked if she could provide actual numbers to show how much could be saved, Aimee Beam said that she can come up with those numbers for each district.

Chief Justice Strine asked if a comparison has been done between the Department of Education and other departments which provide meals, like the Department of Corrections or the Department of Health & Social Services. He also asked whether Delaware is making the best use of its educational resources such as schools and teachers in providing nutrition.

Tammy Croce, the President of the Delaware Association of School Administrators (DASA), talked briefly about the recruitment of teachers from out-of-state through recruitment fairs. Delaware does not produce enough teachers to fill all the open positions so it must recruit from outside the state. Many of the HR Directors keep a close watch on how new legislation in the state can be affected by costs. Delaware is working on a new system of tracking employee attendance and arranging substitute teachers. Each district used to do this independently but now it is being consolidated into one system which saves costs. Delaware has a job applicant system that allows an applicant to enter his or her information once and then apply for jobs anywhere within the state. This system is just coming up for review again soon.

Karen Field Rogers mentioned briefly a few other issues that the Department of Education is working on: transportation, re-filling science kits, purchasing curriculum, county-wide instructional programs, statewide training and more.

Secretary Bunting finished up by directing everyone to the Public Education Fast Facts sheet that was passed out at the beginning of the presentation. She emphasized, again, that the Department of Education would appreciate any kind of feedback.

Kevin Carson, Chairperson of the Structure Subcommittee, introduced his new subcommittee and stated that it is running parallel with GEAR. He announced that there is a meeting tonight at 6:30pm at Legislative Hall and invited everyone to attend. This subcommittee is looking at what a county-wide school structure would look like. They are putting together a report at the end of May.

Secretary Bunting closed the discussion by inviting everyone to visit the schools in Delaware.

**PUBLIC COMMENT**

Barbara McCleary pointed out that the topic of IT centralization will have to be dealt with as the new Department of Human Resources is created. HR is currently looking for technology to manage the state's human resources. Technology may not be explicitly included in HB4, but it must be considered in the areas of the executive branch, the judiciary and in education.

Dr. Annie Norman, State Librarian, ended with a plea that the recommendations for IT updates in the state library system, such as the catalog, be included in the GEAR meetings. She mentioned a successful pilot program in the Colonial School District and asked GEAR to include the Department of Libraries in its agenda.

**ADJOURN**

The meeting was adjourned at 12:17pm.